

SDG

ROADMAP FOR COMPANIES



METHODOLOGY

This road map has been prepared by Fundación SERES out of several business activities companies have agreed to share about achievements on the Sustainable Development Goals (SDGs).

Starting from a bibliographical review, an analysis of success stories, and the comparison of these through workshops in which the same companies that had developed these strategies participated, we prepared a draft roadmap that has been later validated by companies as a good practice for implementation of the SDGs. Each of these steps incorporates comments between quotation marks extracted from meetings held with the companies that participated.

Many of the collaborating companies have participated in the ODS Universality Workshop: “La contribución de la empresa privada en una agenda universal para el desarrollo sostenible” (The contribution of private business in a universal agenda for sustainable development) held in Madrid on Day 5 July 2016 and summoned by the United Nations Fund for the Development of the Sustainable Development Goals (F-ODS) with the collaboration of Fundación SERES, as an active member of the Private Sector Advisory Group, and the Spanish Network of the Global Compact.



VALIDATED BY
17 COMPANIES

The road map is created from the point of view of Fundación SERES: “the generation of shared value”². This approach aims to promote Corporate Social Responsibility (CSR) actions that generate both: a social and a business impact.

Part of the Fundación SERES’s role is to provide tools to help companies in the development of their CSR, from the design, implementation and measurement of their impact. In order to inspire companies in the development of their CSR strategy and to help focus their actions around the SDGs, we have considered it necessary to create this roadmap hoping it will inspire companies and guide them towards the achievement of SDGs.

SOCIAL : The term ‘social’ is the most appropriate to define the strategic approach of Fundación SERES, since our institution involves companies in the development of changes that impact directly on people. In this document we have used the term ‘social’ in its broadest sense, compared to other terms that could have been used in the roadmap such as ‘sustainability’.

Fundación SERES, member of the Private Sector Advisory Group of the Fund for the Development of the United Nations (F-ODS), has been working towards the achievement of these objectives through the promotion of the business sector as an agent for transformation.



² Note: <http://www.un.org/sustainabledevelopment/es/objetivos-de-desarrollo-sostenible/>

ALIGN THE CSR STRATEGY WITH THE SDGs

versus

CONTRIBUTE WITH THE CSR STRATEGY TO THE SDGs

The roadmap is not intended to align a company's CSR strategy to the achievement of SDGs. Its goal is to help:

1. Those companies that have a CSR strategy to identify to what extent they can contribute to SDGs based on the following assumptions:
 - The company has defined its own CSR strategy, this strategy is aligned to the business strategy. We start from the assumption that the definition of the strategy has been the result of an analysis on materiality.
 - The company wants to identify to what extent its CSR strategy is currently aligned with the SDGs, or how it could improve this alignment without having to make a strategic change in its CSR policy. We understand that a company supports SDGs effectively if its contribution generates shared value.

2. And those companies that have not yet developed a CSR strategy, so that from a start they can take into account the impact on the business strategy and can align it to the SDGs to the extent possible.

Based on the experience of companies committed to the ODS, we have identified 5 steps to focus the CSR actions of a company on the ODS.

STEP 1. Map Social Impact



STEP 2. Identify Impact on SDGs



STEP 3. Discuss and Select



STEP 4. Design a Plan and Project it



STEP 5. Take action and Assess



Step 1.

Map of Social Impact

The UN defines SDGs as “an action plan for contributing to the planet, people and prosperity”³. To identify how our company can contribute to this global plan of action we have to start by analyzing the social contribution of our company from its CSR strategic plan.

This step is based on the materiality matrix of the company, and the identification of the impact of the company’s actions. We can distinguish between those companies that use the materiality matrix to identify important issues for their business and those companies that have not started to use this tool.

Companies that use the materiality matrix:

- Draw a diagram of the CSR strategy. In this outline identify the impacts generated: social and corporate, and detail how these impacts are aligned to the business strategy.
- The outline takes into account the medium and long-term business strategy and actions.
- With this information we will detail a social impact map of the company: What are we doing? What are we going to do? What can we do? How will it impact the business?

Companies that do not use the materiality matrix:

In the case of companies that have not addressed the matrix of materiality, this is the time to do so! The aim is to identify those issues that are relevant for business and stakeholders.

In both cases in this step of the road map, the purpose is to come up with a social impact map: matrix that helps identify the impacts of the business on social issues relevant to our stakeholders.

“Resources are limited and need to be optimized.”

“Small companies also need to have a clear understanding of SDGs.”



RELEVANCE
LEVEL FOR
STAKEHOLDERS

MAP OF SOCIAL IMPACT



RELEVANCE FOR THE BUSINESS

³ Note: <http://www.un.org/sustainabledevelopment/es/objetivos-de-desarrollo-sostenible/>

Step 2.

Identify the impact on SDGs

The aim of this step is to detail how the activity of the company can contribute to the achievement of SDGs. For this:

1. We need to understand SDGs and what they pursue. For this purpose we understand the synthesis of 17 SDGs from the analysis of 169 goals.
2. We contrast the analysis with the social impact map of our company. In order to do this, we can identify existing links between SDGs and the key points identified through the social impact map from the dialogue with our company's stakeholders.
3. We evaluate the key points of the company's current strategy and the key points in the medium and long-term business development that impact the SDGs.

To do this exercise it is relevant to:

- take into account a time frame
- be able to design and foresee the company's strategy and consider the impact in the SDGs, not only in the short term but also in the medium and long term.

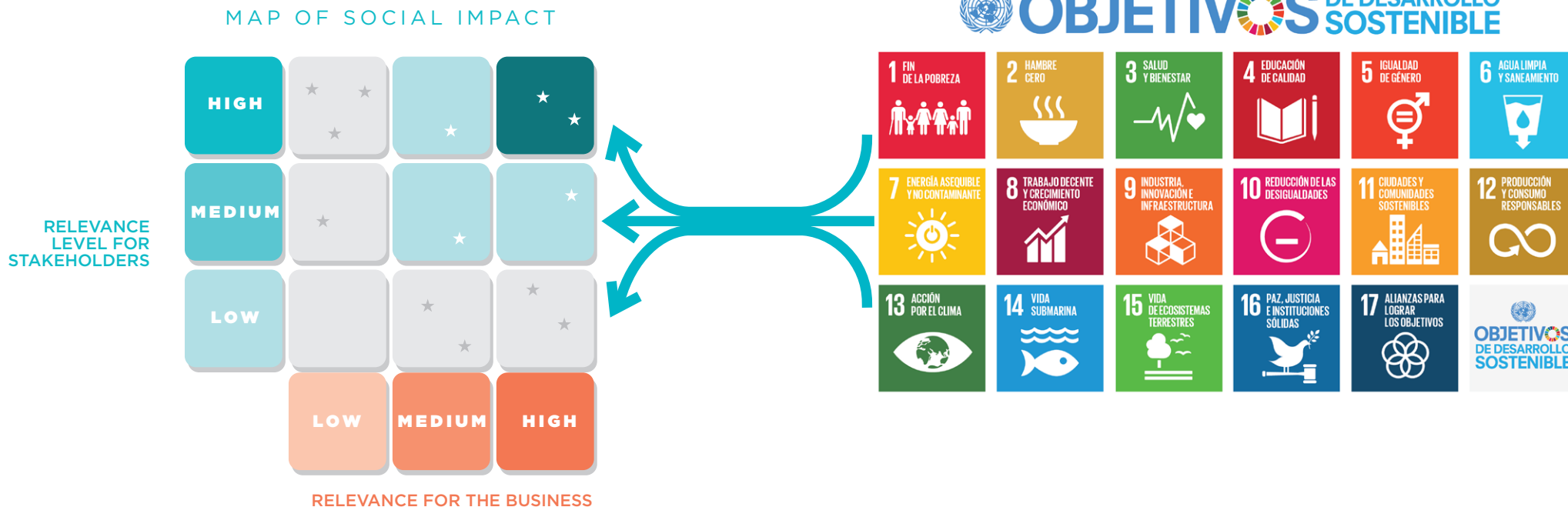
“SDGs help us evaluate our performance, and help us know to what extent we are aligned to the international agenda.”

“SDGs were included in our mission before they existed ... now they have more value.”

“See where we are experts and we can bring value.”

“It is necessary to identify the link with the company's strategy.”

“Identify SDGs that impact locally to align them with the interests of the region.”



Step 3.

Discuss and Select

Once the company's CSR actions that impact on the SDGs are identified, describing its current and future social impact and alignment to the business, it is necessary to prioritize those SDGs that best fit the business strategy.

The achievement of each SDG, by definition, is among the common-sense goals of any person and institution. In this step we establish a filter among SDGs, so that the company can identify those in which the impact of the business is greater, thus the company's transformative commitment will be greater.

This exercise does not mean that the company does not align its actions to the rest of the SDGs. SDGs that are most relevant to the company are identified (by business strategy), so the company can allocate more resources to their achievement.

- Most of the company's activities developed from the CSR perspective and many of those developed from the business perspective may have some relationship with the SDGs.
- In this step it is necessary to identify which of these actions will contribute in a quantitative way to the SDGs. The most appropriate way to do this would be from the goals established by each of the objectives.
- Actions must be graded taking into account their impact on future business development.

“Choosing three SDGs is not turning your back on others.”

“Each country or region can do this same exercise.”

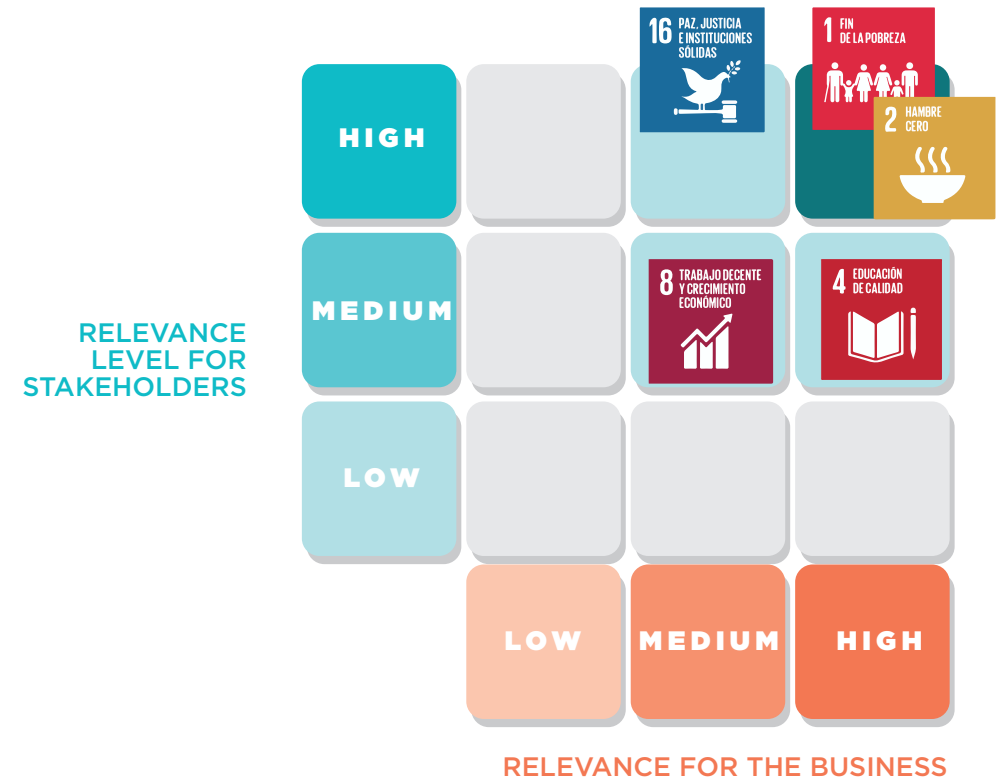
“Focusing on what makes sense allows us to move forward.”

“Select in order to not disband.”

“Sustainability itself is a strategic priority.”

“Adjust to available resources.”

MAP OF SOCIAL IMPACT



Step 4.

Plan and Project

To what extent can Shared Value be generated?

In this step it is necessary to carry out a theoretical exercise in which the company can evaluate the impact of its CSR actions and the value generated. This exercise will be useful for establishing goals and with them to project the impact or contribution of the company to the SDGs.

- Once the key actions of the company are identified, those that bring value to society (by their quantitative impact on the SDGs) we will project the social and business results generated.
- The social impact will be projected and evaluated (we can evaluate it by measuring the annual contribution).
- A more advanced option for measuring social impact is to compare the results with institution experts on social issues: they will validate the company's potential contribution to each of the SDGs. This exercise can help focus better the activities in order to increase social impact.

"The Board of Directors has among its variable the achievement of our priority SDGs."

"We have an Advisory Committee on SDG."

"The variable remuneration of our executives is linked to the development of responsible business".

"SDGs can help us identify business opportunities."



Step 5.

Take action and Assess

Focus to generate value:

- Following this analysis, the company will focus on those goals and objectives that generate a higher return: objectives in which the value contributed by the company to SDGs is greater and in which the application of resources is best optimized.
- The contribution of a company to the achievement of the SDGs involves a commitment that must be guaranteed by the measurement and reporting of the impact generated.
- Communication will be a tool that will generate an added value for the company through its involvement in these challenges as with society. By bringing the SDGs closer to their stakeholders they allow spread of ideas and therefore the commitment among more people and institutions.

“SDGs could be a common language that all audiences understand.”

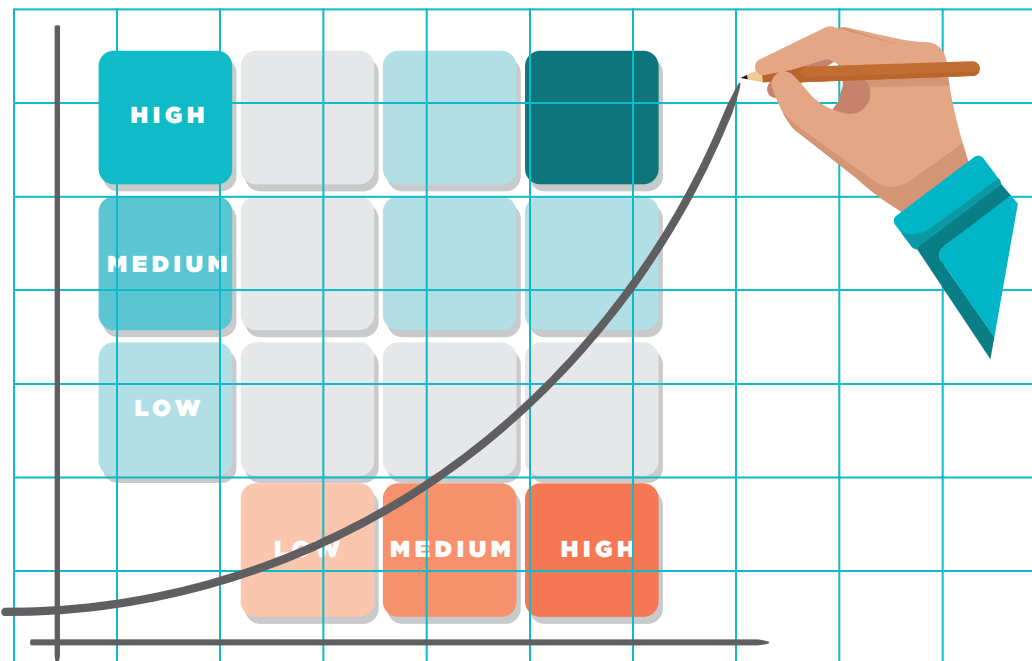
“Compare progress year after year.”

“Identify the binding and priority goals.”

“If internally what is being done respecting SDGs is not known, poorly it will be known outside.”

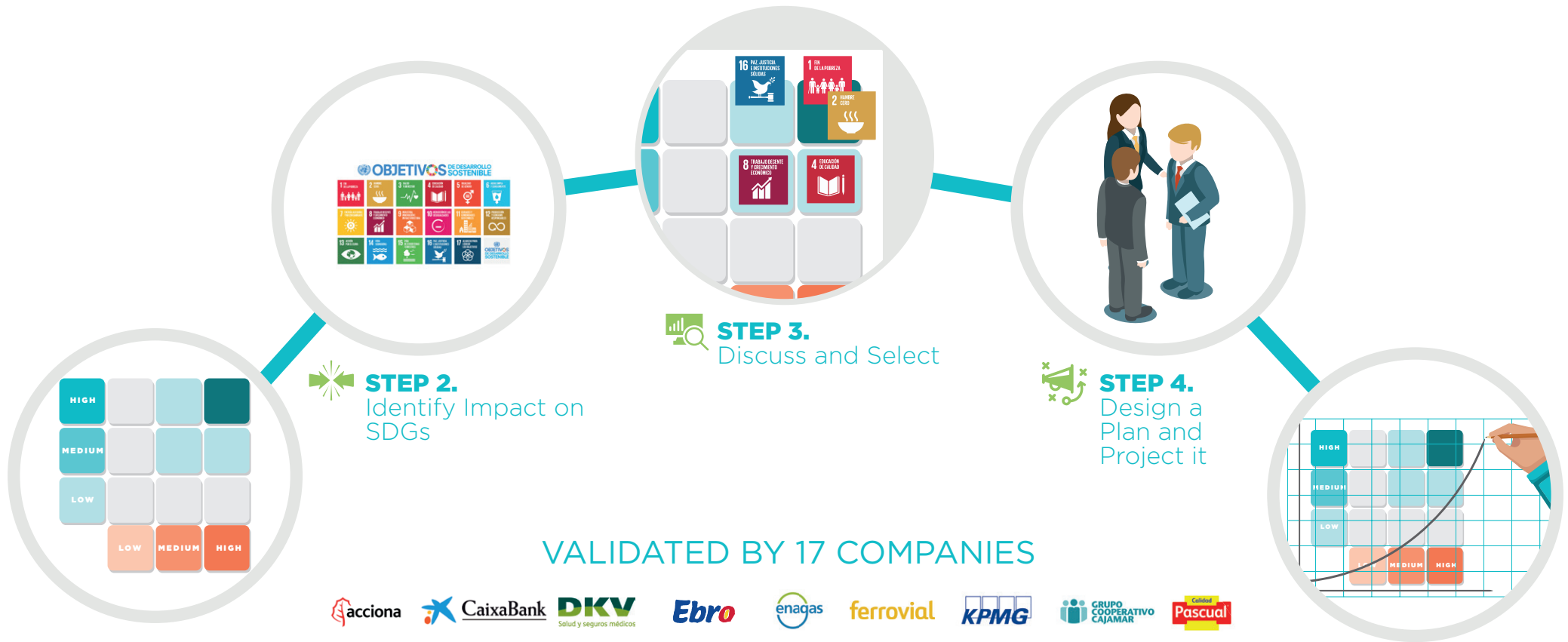
“It is necessary to share them with employees, so they understand them.”

“Sometimes it’s a language exercise.”



Executive Summary

ALIGN THE CSR STRATEGY WITH THE SDGs
versus
 CONTRIBUTE WITH THE CSR STRATEGY TO THE SDGs



VALIDATED BY 17 COMPANIES



STEP 1.
Map Social Impact



STEP 5.
Take action and Assess

